2021

Caminar de Cobre

SCENARIO PLANNING PROJECT

DIANA ROSAS

Diana Rosas
LIM 537/ Community Description Part 1
7/25/21

Community Description: Bayard, New Mexico

Demographics

The city of Bayard is in the Southwest region of New Mexico (NM), in the center of Grant County, north of the Gila National Forest along the foothills of the Gila and Mogollon Mountains (City of Bayard New Mexico, n.d.a.). Historically the city has ties to the Mimbres-Mogollon people from the 200 to 1140 AD era which were known for their pottery designs and the Warm Springs Apache who used copper for ceremonial purposes and trade. Bayard's history is rooted in the local copper mining industry which still operates a large open pit mine located on the outskirts of Bayard in Santa Rita, NM. Much of the land is surrounded by the present-day mining company, Freeport McMoRan property and other private land owners, which hinders the city from expanding geographically. The city's dependency on the mining industry tends to affect the economic growth and population (City of Bayard Comprehensive Plan Update, p. 20).

The City of Bayard Comprehensive Plan Update (CBCPU) report was listed on the Southwest New Mexico Council of Governments (SNMCG) planning commission site which provides regional counties in NM with support in project and grant management (Southwest New Mexico Council of Governments, 2021). According to the CBCPU (2021) the current population in 2018 was 2,419 which indicated a decrease from the reported 2010 population of 2,825. The median home value is $84,900 and median household income is $34,177, with 70% of residents owning their own property. The median age is 36.3 with 34% having a high school diploma or equivalent (see Appendix A). A small percentage of residents, 19% are 65 years of age or older (p.18) and it was also reported the largest age group ranges fall within the 45 to 54 years, 5 to 9 years, and 25 to 34 years of age respectively and approximately 80% of the population is Hispanic or of Latin descent (see Appendix B and C) (as cited from the US Census 2010, American Community Survey, 5-year Estimates, 2014-2018).

Economic and Business

According to the approved Fiscal Year 2022 Interim Budget, a General Fund is used to distribute funds to city departments (City of Bayard, n.d.b.). It appears each department generates revenues as well as expenditures and transfers funds in and out as needed. A sample overview of the budget shows grant monies or donations received for activities or projects (see Appendix D). In summary, the city operates on revenue generated through taxes/bond initiatives and city fees but appears to depend on grants or loans. The CBCPU (2021), discussed established partnerships with funding sources that will continue to be a key in moving forward with implementation, which include local, state, federal, private, and non-profit grants or loans including charitable grants and loans (p.110).

The Bayard Public Library operates as a department of the City of Bayard. As stated in the CBCPU (2021), the library is the "cultural hub for the community" (p.71). In 2011 the library received funding from Capital Outlay and a loan/grant from the United States Department of Agriculture to expand library space for additional reading, study, computer, and multi-function areas, including office space and reception area. Upgrades also included an outdoor reading area, new roof, exterior sidewalks, landscape, parking, and American Disabilities Act (ADA) accessibility improvements (p.71). The report also included the expressed interest in further development of meeting spaces and increased programs for youth in the community, with other suggestions including integrating more accessibility to waking paths between the library and local schools and parks.

Library & Strategic Plan

The library operates with one full time employee, one part-time employee, one intern and community volunteers. The library is not affiliated with any other library branches. Although the

local school district consists of six schools with a total of 1,226 students (National Center for Education Statistics, 2021) locally the city of Bayard consists of one elementary school with 245 students, one middle school with 165 students and one high school with 322 students (see Appendix H) and all schools have their own library which serves their individual school populations.

The Bayard Public Library 2020-2023 Strategic Plan (2020) (see Appendix E) includes a vision statement which expresses the desire to provide an environment to "learn, study, and access viable resources" "promote interest in local culture and history" as well as "providing a platform for the arts, science, and the humanities" (para. 1). The mission statement states they will "provide the community with free and equal access to general information" (para. 2). The library's specialized collection has an emphasis in local and Southwest non-fiction, fiction and biographical materials specifically targeting for this region. This includes a "wide range of books on the topic of geology" (S. Dixon, personal communication, July 23, 2020). Dixon also stated the library supports the community through the provision of free 24/7 Wi-Fi accessibility, a computer lab, printing services, access to the online Bayard Public Library Catalog, summer reading programs, and other educational programs and workshops through showcasing local artists, authors, musicians (personal communication, July 23, 2020). Additionally, Dixon shared the recent project of becoming a "seed library" which consists of providing locally sourced seeds at no cost to educate and promote food sustainability and how to garden in the local community. Other community programs are based on archeological subjects including an annual clay festival, and poetry month. The local public school operates on a 4-day week schedule which allows the library the opportunity to provide Do It Yourself craft projects and opportunities for students to

engage in science experiments through a program referred to as "Mental Matrix" (S. Dixon, personal communication, July 23, 2020).

The Bayard Public Library Strategic Plan identified 3 goals, the first goal under Digital Learning, included the recent purchase of two AWE Learning Stations with bilingual capabilities. AWE "provides literacy-focused digital learning solutions for early learners to public libraries through the United States and Canada" (AWE Learning, n.d.). The intention of the AWE learning stations will serve the purpose of assisting in the advancement of literacy opportunities outside of the classroom and will utilize the learning stations through partnerships with local Head Start programs, elementary schools, and local promotion through social media (Bayard Public Library Strategic Plan, 2020, para. 3). The second goal includes the expansion of the online E-Book Catalogue. The third goal listed under Commons seeks to establish ways to improve facility meeting spaces to improve residents' quality of life which includes obtaining additional adjoining property to be used for safe outdoor activities (Bayard Public Library Strategic Plan, 2020, para. 4,5).

Stakeholders

Although, there are no specific details of stakeholders within the library's strategic plan, under the Commons stated objective goal, one of the activities listed includes fundraising/public input. The city's CBCPU (2021) identifies community stakeholders and shares valuable information that can be directly aligned with some of the content of the library's strategic plan. Twelve residents and community leaders gathered during a community meeting held in January of 2020 to discuss the summary and purpose of the CBCPU (2021), (see Appendix F), which contributed to the formation of a SWOT analysis included in the updated and finalized plan. Under the community profile demographic section of the CBCPU (2021), Bayard's age

distribution suggests that the city is attracting families with children and retirees, and according to the city's opinion this makes Bayard an ideal location for families to raise their children and retire (p.23).

Consequently, potential stakeholders in this community could include city taxpayers, potential users, library staff, library volunteers, funding agencies, local businesses, local artists, city departments, local school district and other surrounding city organizations. The city taxpayers are directly affected due to the impact on their family budgets and accessibility to the community programs offered at the library. This would also include users those currently engaged in community activities and those they are trying to reach via social media or promotional community gatherings. The library staff, volunteers and local artists would be directly impacted by any proposed programs or activities implemented, and it would be important to gain their insight and suggestions to plan and organize successful programs or events. The local businesses and schools could provide valuable information related to the economic and educational trends within the community. Established partnerships could incorporate collaborative efforts towards developing safe walkways throughout the community that could bridge the school, library, and businesses together. Funding agencies will provide the continual support needed as well as assist in accountability efforts with short- and long-term goals when completing projects or maintaining resources. The local city Parks and Recreation department provides access to community parks that have historical context to the mining community and their collaboration with the library could be fundamental in developing educational programs for all school age children and tourism for new visitors. Other possible stakeholders could include the surrounding area cities that travel into the area when collaborating with the library when promoting or participating in community events.

City Issues

A recent project initiated by the city council includes seeking grant monies to fund wastewater management which includes dechlorination, a water tank rehabilitation project and request for a fire rescue unit. The Bayard city clerk-treasure is seeking funds through federal grant agencies and through a local grant proposal to the Freeport-McMoRan Community Investment Program (Seibel, N., 2021). Limited accessibility to the most current meeting minutes is limited online; however, recorded sessions of town council meetings are available on-line through their Facebook page. In direct relation to this topic, the City Council Regular Meeting minutes were available through the city website, dated May 24, 2021, and reflects the summary of resolution authorizing a waiver of the July 2021 annual utility rate and wastewater annual rate increase for city residents (City of Bayard, n.d.c.).

Other topics within the meeting minutes included the topic of highway improvements, street name changes, approval to survey streets, computer services and a request from the city librarian, Sonya Dixon, to utilize funds for a mural located on the wall of the library. Although not implicitly stated in the meeting, the request of the librarian does reflect efforts in establishing movement within the community to improve the quality of life, which is an important issue for the city to address. In the meeting, Dixon stated funds for the mural would include funding from grants and would receive assistance from youth in the community which would reflect the local area children. The city clerk indicated current funds of a trust fund set aside for the library would be available (City of Bayard, n.d.c.).

It is worth noting and recognizing Chapter 6: Economic Development of the CBCPU (2021) that the city believes there is potential growth of the economy through the establishment of community opportunities through local businesses, tourism, job training and

internships/mentorships (p.51-52). Current collaborations the city has with the Southwest New Mexico Collaborative and Southwest New Mexico Arts and Culture Tourism is in alignment with the city's vision which includes but is not limited to the designing public spaces for social engagement, increasing learning and career opportunities (p.63). Under goals and policies, the city seeks to honor and promote the history, culture, and natural assets of Bayard. As the community seeks to promote community sustainability the library could be essential in developing additional educational programs, training, and cultural awareness to the community. Dixon's connection to the community and established engagement would provide opportunities to strengthen community pride with local residents as they become invested in where they live. Dixon's simple request of creating a mural could be the reflection of the community that sparks the inspiration to make connections to library that can promote a sense of belonging and improve the quality of life. This idea reiterates the library's vision of promoting "interest in local culture and history" (Bayard Public Library Strategic Plan, 2020, para. 1) and reflects the city's CBCPU (2021) description of the library as being the "central hub of the community" (p.71). By engaging with the community on a personal level, the librarian could set the stage for future events and strengthen established relationships within the community.

The SWOT analysis for the city of Bayard identified strengths of having the appeal of a "striking natural setting" and a well-known history as a mining community; however, with that come challenges as they seek to improve the quality of life through improvements to the city's infrastructure, specifically maintaining water quality and community services for youth which include investments in professional training to help prepare for professional trades or careers. Working relationships established through the city's various departments, public schools and

library all have the potential to collaboratively work together to accomplish goals incrementally to see successful development within the community.

A Look into the Future

Trends Identified

The community profile in the City of Bayard Comprehensive Plan Update (CBCPU) indicates the city is attracting more families with children and retirees (p.23). The expansion of and further development of programs for youth in the community can extend to the development of innovative walking paths throughout the community that can bridge the library to local schools and parks. Open space and vacant land within city limits that include native vegetation and areas with existing pathways can provide access to create new walkways for the community (see Appendix G) (CBCPU, 2021, p. 37).

The second trend is identified in the need to extend outreach to schools. Within city limits the local school district supports an elementary, middle, and high school. According to Niche (2021) findings of state test scores, Bayard Elementary School students are at least 8% proficient in math and 17% in reading, with Snell Middle School students 17% proficient in math and 42% proficient in reading, and Cobre High School students scoring 13% proficient in math and 33% in reading (see Appendix H). Although each school has their own library, extended services through the local public library would provide valuable resources to enhance or develop reading, math, computer literacy and other programs as needed to help support the academic growth of students and engage in collaborative work with local teachers.

The final trend includes the community concerns of the lack of opportunities for youth training programs in trades as well as mentorship and internship programs as listed in the CBCPU (2021) in Chapter 6: Economic Development (p.52). Further discussion related to workforce training include the communities desire to provide opportunities for the youth to

receive assistance in preparing for professional trades or their careers and remain in the area (see Appendix I) (p. 66). According to the Industry Sectors in the CBCPU (2021), although the town is considered to be a Mining District, 33% of residents work within educational services, health care and social assistance (see Appendix J) (as cited from the US Census, American Community Survey, 5-Year Estimates, 2014-2018). Continued development of the relationships with the Southwest New Mexico Collaborative and Southwest New Mexico Arts and Cultural Tourism will not only compliment set goals of the community to improve economic development but can also lead the way in innovative programs tied uniquely to the historical context and the natural environmental settings of the city (see Appendix K).

Strategic Plan Analysis

In discussing the first trend, I would say the strategic plan addresses this trend in the community. As stated in the vision and mission statement, the library seeks to promote local culture and history, as well as providing responsive changes related to demographics, resources, and the current environmental challenges. The library also seeks to meet the cultural and recreational needs of the community as well as looking for ways to improve the quality of life for residents and patrons (Bayard Public Library Strategic Plan, 2020). I would state; however, that there is room to expand on specifically what improving the quality of life means to the residents of this community. A few examples of what it may look like for a specific age group, for example could include creating walking tours through the city pathways. Retirees can volunteer their time to share their knowledge and history of the town to help educate the youth in understanding the value of taking care of their community.

In relation to the second trend, I would again agree that the strategic plan addresses this issue; however, additional, or extended services beyond what is stated would provide a deeper understanding of how to partner with local schools to assist with academic goals in grades K-12.

As stated within their goals for digital learning, the library has already purchased learning stations to help assist in the extension of learning outside of the classroom, including the goal of an expansion to the online catalogue. The library's target areas include working within Early Literacy development; however, there is no mention of targeting other grade levels. In reflection of overall findings of middle and high school statistical data in relation to math and reading proficiency, I would recommend extending programs to these age groups as well. Establishing working relationships with local school librarians could include sharing resources, spaces, or assist in creating collaborative programs during summer months, establish teen book clubs, create study group or maker spaces, plan field trips, develop workshops, create historical pathfinders, and develop environmental programs. Further plans can include extending library hours during the week or on weekends.

In analyzing the strategic plan for the last trend, it also appears it is addressed; however, again it is brief and does not include details of specificity. The plan identifies within its vision and mission the desire to enrich the lives of residents and providing the space to gather and learn as a community. Part of the objective in the Commons section includes pursuing additional property to be used for outdoor safe spaces to gather, as well as providing access to the already established public spaces and find ways to grow these areas to serve patrons (Bayard Public Library Strategic Plan, 2020). Although well intentioned, it would be beneficial to state specific programs or ideas. This is an opportunity to identify the space for training programs or utilized the space for specialized collections on trades and professional careers. Additional resources could include job recruitment, employment workshops or pathways to mentorships/internships. The opportunity to partner with schools, city government and local business can help meet the needs of the small library staff and improve the quality of life for everyone involved.

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Scenario Planning

Caminar de Cobre – Past, present & future

Historically, the city of Bayard has been linked to the local open pit mine located in Santa Rita, New Mexico. Present day owners are currently Freeport-McMoRan, and the mine provides employment for the residents of Bayard. The company has recently decided to begin the process of discontinuing operations of all operating facilities. This will leave a large percentage of the town without jobs and effect the local economy and residents. Although the process will take some time to complete, there will questions from residents on how the city will continue despite the devasting news. Several of the concerns that may impact the community include future employment opportunities, residential housing, environmental impacts of mining properties effecting the local area.

Considering the recent information, the library could use this as an opportunity demonstrate the use of a community resiliency plan. This will be a sensitive topic to discuss and there will be a need to reassure the community. Being that it is already a challenging time due to the pandemic, it will be necessary to build up morale and a time to bring the community together. Historically this community has had a strong connection to the copper mining industry, so despite this discouraging news, it will be important for the community to maintain that connection through the people and history.

The city has already discussed plans to improve the region, is seeking ways to expanding training opportunities for the youth as well as expand recreation and tourism. The idea of keeping the community connected to the copper mines will come in the form of centering on these vary areas.

The library is considered the hub of the community and has facility upgrades that are not fully being utilized, parks are already in the process of being developed and partnerships have been established with several agencies that support the city through grant funding, Freeport – McMoRan being one of those supporters.

A marketing plan can be initiated to launch the *Caminar de Cobre* (Copper Walking) campaign. This will focus on rebranding the city to promote the historical significance of the community, give the residents a sense of pride as well as provide awareness to environmental issues which can include maintaining or restoring local vegetation and the natural setting. An established route or trail can be created for the city and then lead to scenic drive toward the destination of the Santa Rita Open Pit Mine. The idea of *Caminar de Cobre* is a way to bring people into the town to see remnants of the copper mine at the city park, enjoy a nature walk with historical landmark stations and participate in historical workshops or events.

During a recent town council meeting the librarian presented the idea of creating a mural on the wall of the library. This mural can be a starting point for the community residents to come together to create a story of the city which will compliment the *Caminar de Cobre* campaign. Bring the community together to tell their stories can be incorporated into the design of the mural. Other topics to discuss can include initiating a collection of local photography, stories from the mines, or other museum artifacts to be archived in the library. The community and visitors can also connect directly to the library which can then provide additional resources in the form of environmental activism through programs, partnerships with the US Forest Service, local educators, and other advocates.

As the library establishes and strengthens its availability to the community, the library can also be the triage designation for community residents to turn to when seeking information regarding employment, trainings, or educational opportunities.

Furthermore, the library can establish partnerships with all stakeholders and develop new partnerships with community leaders through a community advocacy group. Local business can be renovated for the new walking trails, city government can continue to partner with the library to collaboratively seek grant monies to support programs and extend support through partner organizations like The Southwest New Mexico Collaborative and Southwest New Mexico Arts and Cultural Tourism. The librarian can also initiate a collaborative working group with all school librarians to establish training programs, workshops, and included college preparation workshops for high school students.

Additionally, negotiations will be made with Free-port McMoRan to assist the town through the transition stage of this end of mine life for the community. Continued support of grants will be a part of the agreement and discussions regarding responsibility of and corrections for any environmental damage that has occurred. The agreement will include grant monies to assist with existing local city parks and community liaison to work on future programs related to vocational training, and historical research related to the Santa Rita Mine.

In summary, the idea of helping the community overcome a devasting blow with this recent news, the city of Bayard can turn this around through the leadership from the local library and community leaders. Establishing a path through the town that is connected to the people and history can be a way to not only heal, but instill a sense of pride from the past, in the present and for the future.

Appendix A
City of Bayard Overview

OVERVIEW

The City of Bayard is in Grant County east of Silver City in the southwest corner of New Mexico. The city has a "B" grade when analyzing its livability, with its top scores in weather and commute time (see Figure 3-1. City of Bayard Report Card, 2018Figure 3-1**Error! Reference source not found.**). The city also ranks well in crime and safety, cost of living, diversity, nightlife, and housing. Areas of improvement include public schools, jobs, and being a city good for families.

The population in the city was 2,419 in 2018 which is a decrease from 2010 (2,825) and the median home value is $84,900. The median household income is $34,177 in 2018, compared to $29,241 in 2010. Seventy percent of the residents own their own property, and the median age is 36.3 in 2018 compared to 2010 when it was less (34.1). One-third (34 percent) of the residents in Bayard have a high school diploma. Only 19 percent of the residents are 65 years old and older.

Source: Niche.com, Source: US Census, American Community Survey, 5-Year Estimates 2014-2018

Figure 3-1. City of Bayard Report Card, 2018

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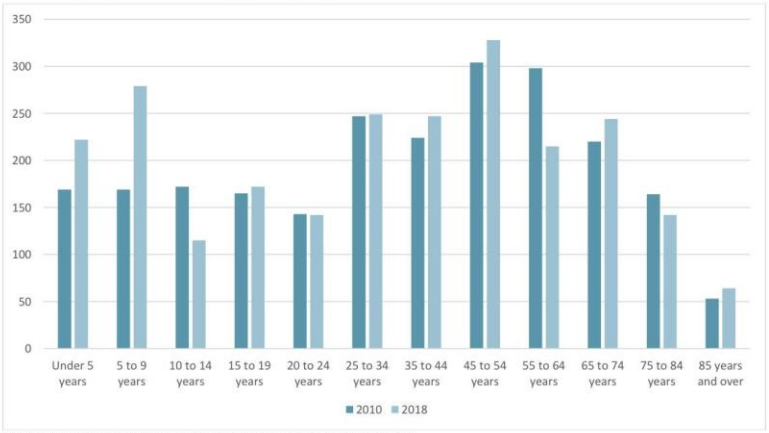
Appendix B
Demographics: Bayard's Age Distribution

BAYARD'S AGE DISTRIBUTION

In 2010, there were more people in the age groups of 10 to 14 years, 55 to 64 years, and 75 to 84 years (as shown in Figure 3-5). However, in 2018 there were more people in the age groups of under 5 years, 5 to 9 years, 15 to 19 years, 25 to 34 years, 35 to 44 years, 45 to 54 years, 65 to 74 years, and 85 years and over. This data suggests that the city is attracting more families with children and is home to retirees, which fits with the community's opinion that Bayard is an ideal place to raise kids and retire. The number of children under 10 has increased substantially, indicating there is an increase in families with young children.

Figure 3-5. Bayard's Age Distribution in 2010 vs. 2018



Source: US Census 2010, American Community Survey, 5-Year Estimates 2014-2018

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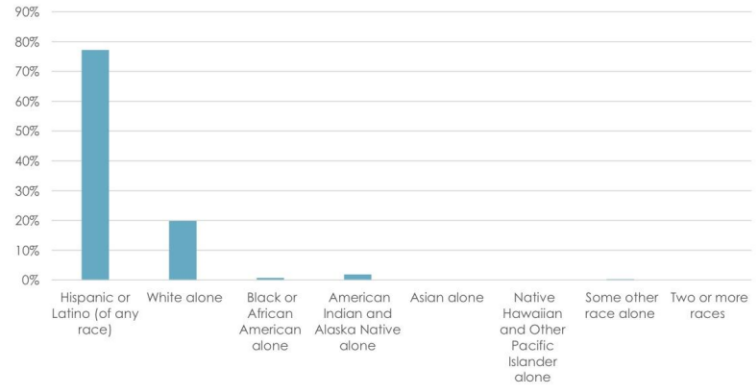
Appendix C
Demographics: Race, Ethnicity, Nationality

RACE, ETHNICITY, NATIONALITY

Close to 80 percent of the population is Hispanic (see Figure 3-7). About 20 percent of the population is non-Hispanic White, with each of other races being less than two percent of the population.

Figure 3-7. Bayard's Race & Ethnicity, 2018



Source: US Census, American Community Survey, 5-Year Estimates 2014-2018

Appendix D
Fiscal Year 2022 Interim Budget

City of Bayard 2022 Budget_ITEM-Attachment-001-32890c4c8f5c4f169a4cde267cc5e332 - Copy.pdf

Fund	Fund Code	Department	Transfer Fund	Fund Code	May Balance	Revenues	Expenditures	Transfers In	Transfers Out	Balance
General Fund	10				1,323,640.50	1,469,114.00				
		Executive					7,482.00			
		Finance/Admin					412,215.00			
		Public Safety (Police)					1,099,023.00			
		Animal Control					5,236.00			
		Parks/Recreation					407,068.00			
			Library Bond Income	213				224,002.00		
			Community Center	200				30,000.00	10,000.00	
			Library	210					15,000.00	
			Municipal Court	20					25,000.00	
			Municipal Street	240					20,000.00	
					1,323,640.50	1,469,114.00	1,931,024.00	254,002.00	70,000.00	1,045,732.50
General fund operations for finance/administration, police, animal control and parks and recreation. The $30,000 highlighted is for the cost of the door replacement at the community center. The expense has been submitted to DFA for reimbursement under the recreation grant as we have funding available. Should DFA accept our request this $30,000 will be returned to the general fund from the community center.										
Budge reflects grant amounts for the revenue and expenditure of the Recreation Grants $398,322, Police IT Grant $100,000, Public Safety Building Improvements $450,000.										
Municipal Court	20	Municipal Court			529.10	20,500.00	47,178.00			
			General Fund	10				25,000.00		
			Corrections Fund	50					5,000.00	
					529.10	20,500.00	47,178.00	25,000.00	5,000.00	(6,148.90)
Municipal Court operations receive a transfer of $25,000 from general fund to assist with expenses. The budget will reflect a negative balance of $6,148.90, but it will be monitored as fines are being implemented by Judge Sandoval and we expect the reimbursement from Court Automation to pick up this year as the court systems are opening back up.										
Community Center	200	Community Center			63,033.36	12,000.00	17,840.00			
			General Fund	10				10,000.00	30,000.00	
					63,033.36	12,000.00	17,840.00	10,000.00	30,000.00	37,193.36

Fund	Fund Code	Department	Transfer Fund	Fund Code	May Balance	Revenues	Expenditures	Transfers In	Transfers Out	Balance
Community Center operations may have a transfer out of $30,000 to general fund should the door replacement expenses be reimbursed by DFA. The city expects to restart office lease										

Fund	Fund Code	Department	Transfer Fund	Fund Code	May Balance	Revenues	Expenditures	Transfers In	Transfers Out	Balance
			Waste Services Fund	158				285,523.00		
			WW - Short Assets	171					30,000.00	
			WW - Long Assets	172					25,000.00	
			Wastewater Debt	173					43,555.00	
			WW Loan Reserves	174					6,630.00	
					1,757,147.94	1,437,507.00	1,609,194.00	285,523.00	106,185.00	1,764,798.94
Wastewater Operations Fund is used for the collection of wastewater user fees and daily expenditures related to the wastewater facility.										
Budget includes revenue and expenditure of State SAP grants for De-watering Project and Influent Line Project. Includes work order amount of $22,464.00 for										
De-chlorination Project Design. Wastewater transfers are for payment to the loan payment fund, short asset fund and long asset fund.										
Cemetery Fund	180	Cemetery Fund			8,000.00	800.00	800.00			
					8,000.00	800.00	800.00	-	-	8,000.00
Cemetery Fund is for the collection of revenues from the sale of rights of interment and opening/closing fees. No expenditures have been issued from this fund as of today.										
Library Trust Fund	220	Library Trust			3,548.43	10.00	-			
					3,548.43	10.00	-	-	-	3,558.43
Library Trust Fund is for the collection of funding awarded from Trust Funds. Current balance is from Gene Simmons and may be used toward the library park/mural.										
Water Meter Fund	270	Water Meter Fund			147,793.76	15,500.00	10,000.00			
			Wastewater Fund	170				-	-	
					147,793.76	15,500.00	10,000.00	-	-	153,293.76
Water Meter Deposit fund is for the collection of water meter deposits, return of deposits for closed accounts, final billing of closed accounts. Interest accrued is periodically transferred to the water operations fund.										

Appendix E
Bayard Public Library - Strategic Plan

Bayard Public Library

Strategic Plan

July 1, 2020 - June 30, 2023

Vision Statement

The Bayard Public Library is an enduring source of community pride that strives to enrich the lives of the residents of Bayard, New Mexico and the surrounding communities it serves. The library will provide an environment in which to learn, study, and access viable resources. The library will promote interest in local culture and history. The library shall provide a platform for arts, science and the humanities. The library will strive to respond to changes in demographics, emerging technologies, resource needs, as well as environmental challenges such as those we are currently facing in 2020.

Mission Statement

The Bayard Public Library provides the community with free and equal access to general information on a broad array of topics, specializing in local and southwest non-fiction; the space and resources for the community to meet and interact; materials to meet cultural and recreation needs and the resources to promote basic literacy in the community.

Digital Learning

Goal: The library will provide a venue to support and assistant general education and basic literacy needs for school aged children. The library has purchased two AWE Learning Stations with bilingual compatibility to help advance children's learning opportunities outside of the classroom. The library will promote these learning stations at Head Start programs, local elementary schools, as well as through local publications and social media.

Activities:

1. Training library staff on Stations
2. Collect local resource contact data
3. Create logistics for scheduling and time management of Stations
4. Pamphlets and promotion

Resources Required:

1. Staff time
2. Promotion/flyer materials

Appendix E
Bayard Public Library - Strategic Plan (continued)

E-Book Catalogue

Goal: The library is looking to expand its E-Book catalogue as a result of the recent pandemic. The libraries' objective is to encourage reading and provide valuable resources to patrons that may be unable or unwilling to access the physical offerings that the library currently holds. The library will be actively reaching out to vendors and seeking partnerships to obtain this goal.

Activities:

1. Staff and Budgetary Personnel
2. Compiling information from other libraries /vendors
3. Training

Resources Required:

1. Staff
2. Funding

Commons:

Goal: The library will provide a facility with a public meeting room, children's room, computer lab, Wi-Fi access and quiet space for reading and study. The library will look for ways to continue to grow in its space and to improve the quality of life for residents and patrons it serves.

Objectives: The library will pursue adopting the adjoining library property to be used for an open, outdoor, safe space for the public to engage in personal and, as allowed, small group endeavors.

Activities:

1. Follow up with initial grant request
2. Architectural designs
3. Fundraising / public input

Resources Required:

1. Staff time
2. Funding

Date of Plan: July 1, 2020

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Appendix F
Community Meeting: Stakeholders Initial Meeting

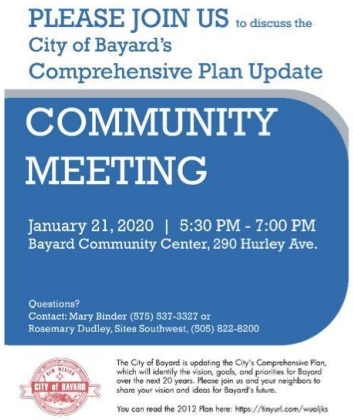
WHAT WE HEARD

PHASE 1: PLAN KICKOFF, VISIONING, AND SWOT ANALYSIS

FIRST COMMUNITY MEETING

During the first phase, the planning team engaged the community, stakeholders, and staff, introduced the Comprehensive Plan update. The purpose of this meeting was to:

- Explain what the Comprehensive Plan update and its process involves.
- Gather initial input on Bayard's opportunities and constraints.
- Understand the aspirations of community members.
- Hear the community's vision for Bayard.


PLEASE JOIN US to discuss the
City of Bayard's
Comprehensive Plan Update
COMMUNITY MEETING
January 21, 2020 | 5:30 PM - 7:00 PM
Bayard Community Center, 290 Hurley Ave.
Questions?
Contact: Mary Binder (575) 537-3327 or
Rosemary Dudley, Sites Southwest, (505) 822-8200
The City of Bayard is updating the City's Comprehensive Plan, which will identify the vision, goals, and priorities for Bayard over the next 20 years. Please join us and your neighbors to share your vision and ideas for Bayard's future.
You can read the 2012 Plan here: https://tinyurl.com/wuoljks

Twelve residents and community leaders worked in two small groups to discuss the following visioning questions and then rejoined to hear how others responded:

How do you envision Bayard 20 years from now?

- What does the economy look like?
- What things that you care about are protected?
- What makes living and working here so great?

What are the City's greatest opportunities for making this vision a reality?

What public and private investments are needed to take advantage of these opportunities?

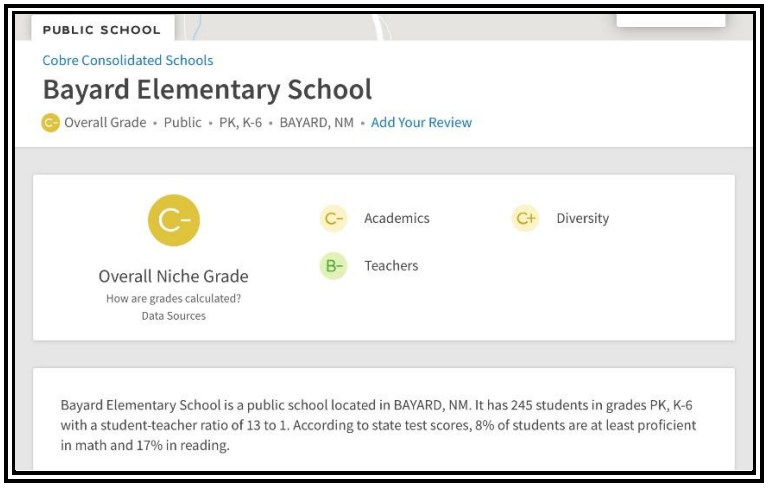
The responses to these questions form the basis for the recommendations in the Comprehensive Plan Update and are reiterated in the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and the Goals, Policies, and Actions in the chapters according to topic. See Appendix A for a summary of the Community Meetings.

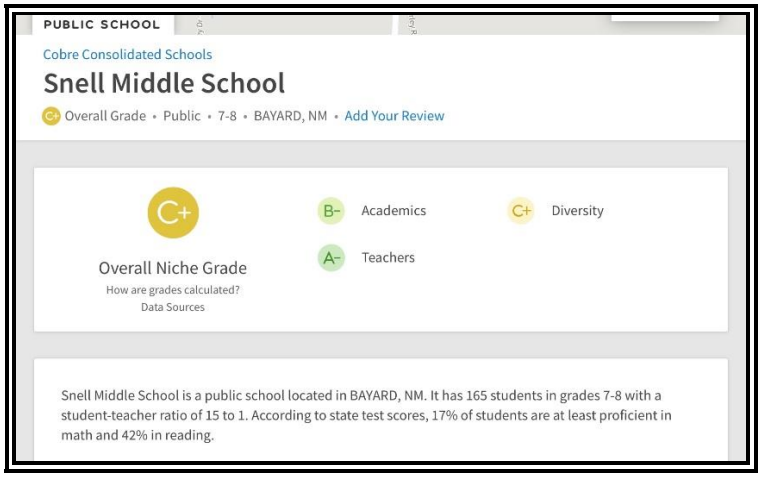
Appendix G
Community Facility & Services Goal: Public Spaces

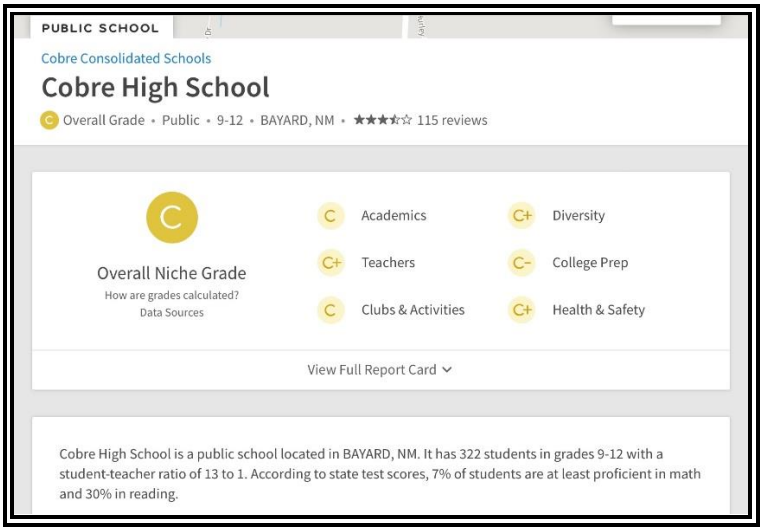
COMMUNITY FACILITIES & SERVICES			
Goal 1.	**Bayard has quality public spaces for community use.**		
Policy 1.1.	**Leverage Bayard's resources for the public good.**		
Action 1.1.A.	Develop a joint-use agreement with the Cobre School District that allows the community to use Bayard school facilities after school hours.	City of Bayard; Cobre Consolidated School District and Cobre High School	ICIP; GO Bond; General Fund
Action 1.1.B.	Conduct a trails and open space plan that identifies the network of walking and biking connections throughout the City and connects to community facilities, regional trails, and open spaces, and beyond to Gila Wilderness Area. The network of trails can provide a comprehensive walking and biking network for Bayard residents and boost recreational tourism. Consider **participating in the Grant County Trail**s and Outdoor Recreation P**lan that** was initiated in December 2020**.**	City of Bayard;	ICIP; TAP; Freeport-McMoRan Community Grant; EDA Grant; BUILD Grant

Implementation Action		Responsible Agencies	Potential Resources & Partners
Action 1.1.C.	Assess viability of allowing public access on walking/biking trails along Whitewater Creek and arroyos.	City of Bayard;	TAP; BUILD Grant
Action 1.1.D.	Build on the City's Beautification Committee's momentum to foster community pride and improve the city's look and public spaces.	City of Bayard	Community Facilities Direct Loan & Grant Program; McCune Foundation Community Grant
Action 1.1.E.	Allocate funding for community facility maintenance, lighting, programs, and events.	City of Bayard; SWNMCOG	CDBG; Community Facilities Direct Loan & Grant Program; McCune Foundation Community Grant
Action 1.1.F.	Allocate funding for Union Hall restoration.	City of Bayard; SWNMCOG; ACT	CDBG; Community Facilities Direct Loan & Grant Program

Appendix H
Niche Comprehensive School Data


PUBLIC SCHOOL
Cobre Consolidated Schools
Bayard Elementary School
Overall Grade • Public • PK, K-6 • BAYARD, NM • Add Your Review
C-
Overall Niche Grade
How are grades calculated?
Data Sources
C- Academics
C+ Diversity
B- Teachers
Bayard Elementary School is a public school located in BAYARD, NM. It has 245 students in grades PK, K-6 with a student-teacher ratio of 13 to 1. According to state test scores, 8% of students are at least proficient in math and 17% in reading.


PUBLIC SCHOOL
Cobre Consolidated Schools
Snell Middle School
Overall Grade • Public • 7-8 • BAYARD, NM • Add Your Review
C+
Overall Niche Grade
How are grades calculated?
Data Sources
B- Academics
C+ Diversity
A- Teachers
Snell Middle School is a public school located in BAYARD, NM. It has 165 students in grades 7-8 with a student-teacher ratio of 15 to 1. According to state test scores, 17% of students are at least proficient in math and 42% in reading.


PUBLIC SCHOOL
Cobre Consolidated Schools
Cobre High School
Overall Grade • Public • 9-12 • BAYARD, NM • ★★★½☆ 115 reviews
C
Overall Niche Grade
How are grades calculated?
Data Sources
C Academics
C+ Diversity
C+ Teachers
C- College Prep
C Clubs & Activities
C+ Health & Safety
View Full Report Card
Cobre High School is a public school located in BAYARD, NM. It has 322 students in grades 9-12 with a student-teacher ratio of 13 to 1. According to state test scores, 7% of students are at least proficient in math and 30% in reading.

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Appendix I
Economic Development Goal: Quality Education and Training

Implementation Action		Responsible Agencies	Potential Resources & Partners
Action 2.3.B.	Provide outreach and training to educate employers on the resources available for workforce development.	City of Bayard;	Southwestern Area Workforce Development Board; Grant County Office of New Mexico Workforce Connection; Silver City SBDC at WNMU
Action 2.3.C.	Connect unemployed local workers to Soloworks Cibola's remote work program and program certification.	City of Bayard; Soloworks.org	N/A
Goal 3.	**Bayard residents receive quality education and training that prepares them for living wage jobs.**		
Policy 3.1.	**Partner with Cobre Consolidated School District and WNMU to provide and promote workforce readiness and career opportunities for students.**		
Action 3.1.A.	Meet with Cobre Consolidated School District and Cobre High School leadership to identify opportunities to expand workforce training and how to best promote them to students.	City of Bayard; Cobre Consolidated School District; Cobre High School;	Freeport-McMoRan Community Grant; Southwestern Area Workforce Development Board; Grant County Office of New Mexico Workforce Connection
Action 3.1.B.	Meet with WNMU's Department of Community and Workforce Development leadership to identify opportunities to expand or take advantage of workforce training and how to best promote them to students.	City of Bayard; WNMU's Department of Community and Workforce Development;	CDBG; Southwestern Area Workforce Development Board; Grant County Office of New Mexico Workforce Connection
Policy 3.2.	**Establish training programs within City Administration and local businesses.**		
Action 3.2.A.	Develop mentorship and internship programs for students in City departments.	City of Bayard	N/A

Implementation Action		Responsible Agencies	Potential Resources & Partners
Action 3.2.B.	. Encourage private businesses to develop mentorship and internship programs for students.	City of Bayard; private businesses; Southwestern Area Workforce Development Board; Grant County Office of New Mexico Workforce Connection	Freeport-McMoRan Community Grant; Rural Community Development Initiative Grants
Policy 3.3.	**Encourage mining training with Freeport-McMoRan.**		
Action 3.3.A.	Meet with Freeport-McMoRan to discuss opportunities to reinitiate high school internships at the mine.	City of Bayard; Freeport-McMoRan; Cobre Consolidated School District and Cobre High School	Freeport-McMoRan Community Grant

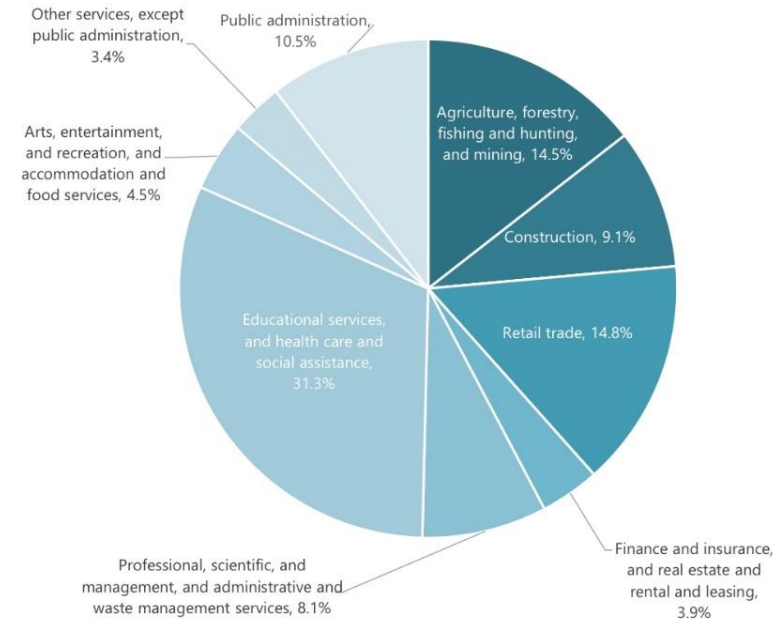
Diana Rosas
LIM 537/ Community Description Part 1
7/25/21

Appendix J
Industry Sectors

INDUSTRY SECTORS

Despite Bayard's role as the heart of the Mining District, the industry sector that employs Bayard's residents is not predominately mining. In fact, in 2018, just 14.5 percent of the industry sectors fell in the category of agriculture, forestry, fishing and hunting, and mining. The largest industry sector employing Bayard's residents was educational services, health care, and social assistance at 31 percent as shown in Figure 6-7.

Figure 6-7. Industry Sectors of Bayard Residents, 2018


Other services, except public administration, 3.4%
Public administration, 10.5%
Agriculture, forestry, fishing and hunting, and mining, 14.5%
Arts, entertainment, and recreation, and accommodation and food services, 4.5%
Construction, 9.1%
Educational services, and health care and social assistance, 31.3%
Retail trade, 14.8%
Professional, scientific, and management, and administrative and waste management services, 8.1%
Finance and insurance, and real estate and rental and leasing, 3.9%

Source: US Census, American Community Survey, 5-Year Estimates 2014-2018

Appendix K
Economic Development Goal: History, Culture & Natural Assets

ECONOMIC DEVELOPMENT			
Goal 1.	**Bayard's history, culture, and natural assets are honored and promoted.**		
Policy 1.1.	**Promote Bayard's rich cultures and history.**		
Action 1.1.A.	Work with New Mexico True and Grant County to strategize a cohesive countywide tourism approach, leverage resources, and promote local businesses and the Mining District destinations.	City of Bayard; Grant County; New Mexico Tourism Department	New Mexico Tourism Department grants

Implementation Action		Responsible Agencies	Potential Resources & Partners
Action 1.1.B.	Work with BNSF to determine the feasibility of creating a mining museum in the Railroad Depot.	City of Bayard; BNSF	McCune Community Foundation Grant; USDA Community Facilities Direct Loan and Grant Program; CDBG
Action 1.1.C.	Work with the Southwest New Mexico Arts and Cultural Tourism (ACT) and the State Historic Preservation Office to seek funding to renovate Union Hall and bring back into productive use.	City of Bayard; ACT; SHPO; International Steelworkers of America; SWNMCOG	USDA Community Facilities Direct Loan and Grant Program; CDBG
Policy 1.2.	**Market the natural environment and outdoor recreation opportunities around Bayard while ensuring their protection.**		
Action 1.2.A.	Update the City of Bayard's website with information about all the surrounding natural attractions and outdoor recreation opportunities.	City of Bayard	New Mexico Tourism Department cooperative assistance; New Mexico Economic Development Department Outdoor Recreation Division programs
Action 1.2.B.	Work with New Mexico True, New Mexico Outdoor Recreation Division, and Grant County to strategize a cohesive countywide tourism approach, leverage resources, and promote the natural environment and outdoor recreation opportunities, including Kneeling Nun, Gila National Forest, and its wilderness areas.	City of Bayard; Grant County; New Mexico Outdoor Recreation Division; New Mexico Tourism Department; Gila National Forest	New Mexico Outdoor Recreation Division programs; New Mexico Tourism Department grants
Action 1.2.C.	Prioritize public access to natural resources within Bayard by developing trails along the arroyo, railroad, and other rights-of-way.	City of Bayard; private landowners; BNSF	TAP; RTC Grant; McCune Foundation Community Grant; Special Projects and Infrastructure Fund; Grant County

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